

U.S. COAST GUARD'S REALIGN- MENT LEADS TO A COMMON PURPOSE IN THE WAR ON GLOBAL TERRORISM

“ONE TEAM, ONE FIGHT”

Vice Admiral Thomas J. Barrett, Vice Commandant, U.S. Coast Guard, was interviewed by **NAVAL FORCES U.S.A.** Correspondent **Capt.**

Gordon I. Peterson, USN (Ret.), technical director for the ANTEON Corporation's Center for Security Strategies and Operations. Changes due to the command's subordination to the Department of Homeland Security (DHS) and new missions in the context of War on Terrorism are discussed. International cooperation and collaboration with NGOs are assessed. The significance of the DEEPWATER programme is underlined, and the Vice Commandant is optimistic about Congressional support for this programme.

(For the last update on the DEEPWATER programme see the article by Rear Admiral Patrick M. Stillman in NAVAL FORCES II/03)

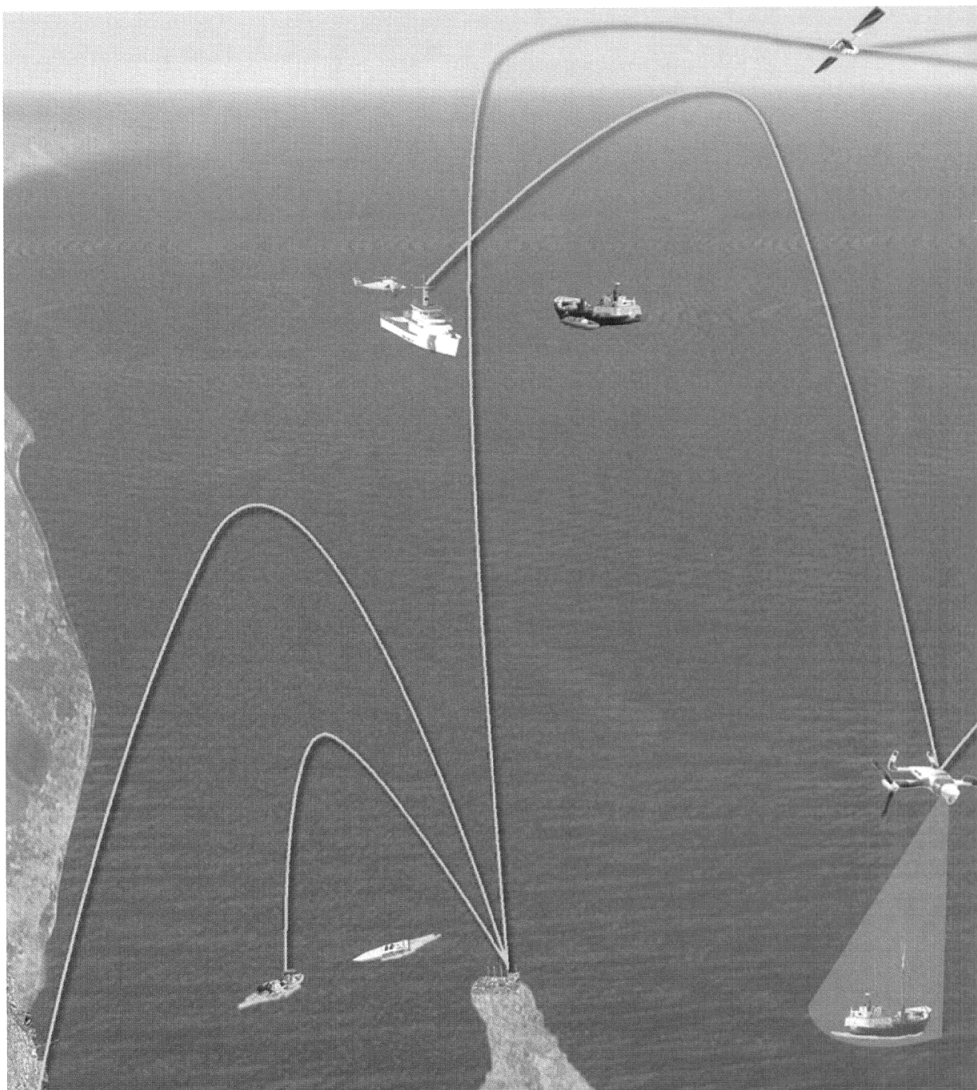
NAVAL FORCES: *The U.S. Coast Guard was realigned under the Federal Government's new Department of Homeland Security in March of this year; how has this transition progressed, and what effect, if any, has it had on the Coast Guard's numerous roles and mission?*

ADMIRAL BARRETT: Our realignment has progressed very smoothly, and Secretary Ridge [Secretary of Homeland Security Tom Ridge] is enormously supportive of the Coast Guard and our transition to the department. There has been a very positive impact, and by that I mean we have much more commonality of purpose with the other 21 agencies that are a part of the Department of Homeland Security (DHS). If you listen to Secretary Ridge, you will hear him

“I think this is a unique time in our nation's history. We must fight a global war on terrorism, and its front line can be in New York or Washington, D.C., as easily as it can be in Baghdad.”

talk about “one team, one fight.” We are aligned with other agencies in the department that are engaged in the same fight, so there are opportunities for improved synergies, coordination, and partnership.

During our tenure in the Department of Transportation, the Coast Guard had roughly a 30-percent alignment with the mission profiles of the other agencies in that department; in DHS I would say that this alignment is closer to 70 percent. The new department is engaged in such homeland-security matters as port and transportation security, control of borders, intelligence and information analysis, science and technol-



ogy, and so on. This close alignment enhances the Coast Guard's ability to do its job.

Another positive development relates to the legislation that established the department. For the first time, the Coast Guard's homeland security missions were clearly defined in statute. In so doing, the linkages between these mission areas were highlighted. Homeland security for the Coast Guard does not simply mean port and waterway security – what one might normally associate with it. It also includes migrant interdiction, drug interdiction, defence operations, and other law-enforcement operations. The legislation noted some of the other things we do are an integral part of homeland security, and that brought visibility to these missions and made these links more apparent.

NAVAL FORCES: *When the Coast Guard was assigned to the Department of Transportation [DOT], much of the department's operating*



NAVAL FORCES USA correspondent Capt. **Gordon I. Peterson**, USN (Ret.), is a technical director for the ANTEON Corporation's Center for Security Strategies and Operations.

budget was "fenced" [i.e., protected from internal reductions] for highway programmes, aviation, and other purposes, so funding cuts would invariably fall on

the Coast Guard's shoulders as a bill payer. One hopes the Coast Guard fares better in the new department as one of its largest and most important contributors to homeland security.

ADMIRAL BARRETT: That was largely an alignment issue. In other words, if the Coast Guard was competing for funding for DOT federal highway programmes it was an apples-to-oranges competition. Now, to the extent that we compete in the budget process, it will be more of a risk-based assessment – do you want to enhance homeland security in one area and, if so, what will be the implications elsewhere given the unavoidable budget constraints we all face? Where is the best value for our nation given the threats we face? We are competing with agencies with a similar mission, so the risk trade-offs are more apparent as the result of our mission alignment.

NAVAL FORCES: *The Coast Guard brings a distinctive military tradition and important capabilities to the department and its 21 other federal agencies. How important is the task of forging new departmental partnerships to the improvement of U.S. homeland security – and can you describe current efforts to integrate operations more closely in the new department?*

ADMIRAL BARRETT: Partnerships will be integral to our success and other agencies' success – both in terms of information and intelligence sharing, as well as operational co-ordination. We are much more effective when we act together frequently and collectively than we would be acting independently. For example,

The Integrated DEEPWATER System's air, surface, and command-and-control assets will transform the U.S. Coast Guard's operational capabilities in nearly all of its multifaceted missions – from such high-priority areas as maritime homeland security, defence, and search and rescue to its other traditional responsibilities for environmental protection, maritime safety, and the enforcement of international fishery agreements.

(Graphic: U.S. COAST GUARD / Rich Doyle)

during Operation IRAQI FREEDOM [coalition military operations against Saddam Hussein's Iraq in March-April 2003] we identified through an advanced notice of arrival an Iraqi master and engineer on a tanker, the M/V "Aldawha," headed into Philadelphia [Pennsylvania, U.S.A.].

This posed a crewing issue with a significant security concern, because the tanker was loaded with oil. It was, by the way, a tanker flying the flag of Qatar – home to the U.S. Central Command's forward headquarters during the war. We worked very closely with Border and Transportation Security [BTS] to put a sea marshal team on board to query the crew, provide security, and work with the agent to safely bring the ship into port. The Iraqis were confined until the tanker was offloaded and escorted back to sea. Our ability to assess the risk posed by the crew and respond very rapidly in a joint way was a result of our emerging partnership with BTS – formerly the Immigration and Naturalisation Service.

There are multiple examples of that synergy at the working level on a daily basis. We are seeing similar efficiencies and smooth co-ordination in our other mission areas as well, such as migrant interdiction, search-and-rescue cases, and so on.

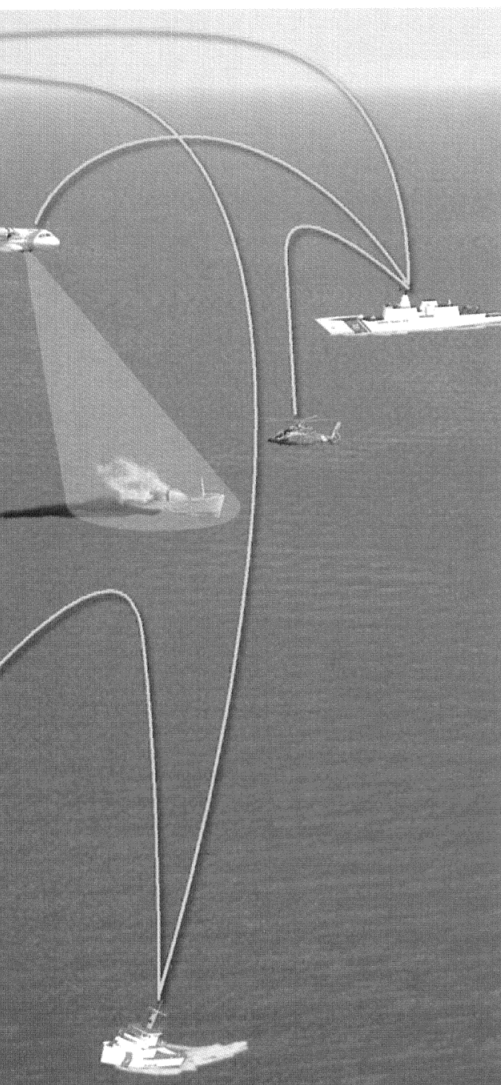
NAVAL FORCES: *Is this largely the result of improved processes?*

ADMIRAL BARRETT: Relationships and processes clearly matter, but I would not underestimate the critical importance of intelligence and information sharing. An agency like BTS receives information on cargo and shipping. We collect information on ships and shipping in the Joint Intelligence Coordination Center working with the U.S. Navy. The ability to effectively share the information that is gathered by all agencies to derive tactical applications at the working level is growing almost daily. Our Captains of the Ports [U.S. Coast Guard officers responsible for safety and security in U.S. ports] have established port security committees in all of our major ports. These multi-agency committees include state and local officials, as well as industry representatives and personnel assigned to federal agencies.

I keep coming back to Secretary Ridge. He is right – it is "one team, one fight." That is how we will prevail in the war on terrorism – by leveraging ourselves collectively.

NAVAL FORCES: *How do you assess the Coast Guard's contributions to improving U.S. maritime homeland security since 9/11?*

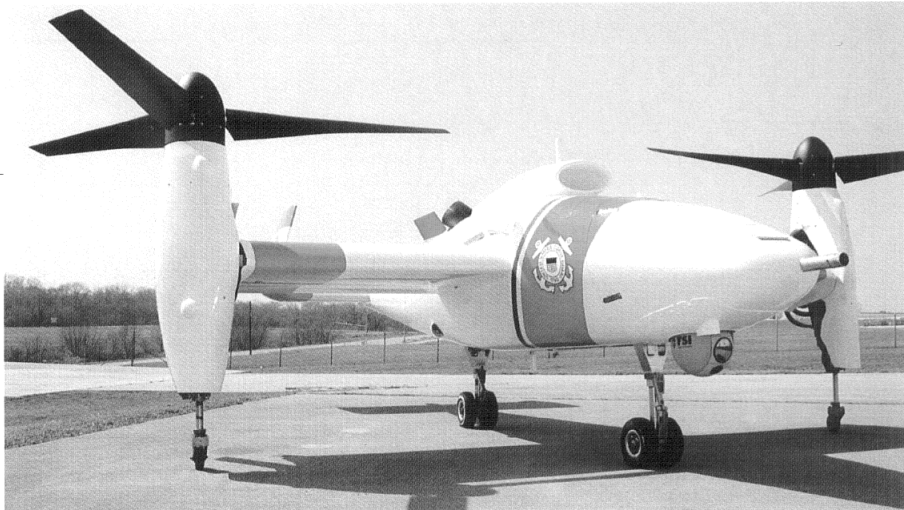
ADMIRAL BARRETT: There have been significant improvements to our maritime homeland security. They can be difficult to quantify



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— you are looking at what has not happened. An excellent example is Operation LIBERTY SHIELD. During Operation IRAQI FREEDOM we stepped up maritime security around the United States dramatically in concert with other agencies. We increased the number of boardings by sea marshals, increased the number of escorted vessels — literally thousands — stepped up the security posture in all U.S. ports, and conducted 1,500 to 1,800 additional aerial surveillance flights. That increased presence, we think, has a substantial domain awareness value and a deterrence effect.

Our post-9/11 ability to increase security measures as part of the Department of Homeland Security is steadily growing. We are adding capacity and capability, and as we do that our ability to ratchet up the homeland security posture grows. We also are building our ability to gather and fuse intelligence. We assess our risks — locally and nationally — on a daily basis

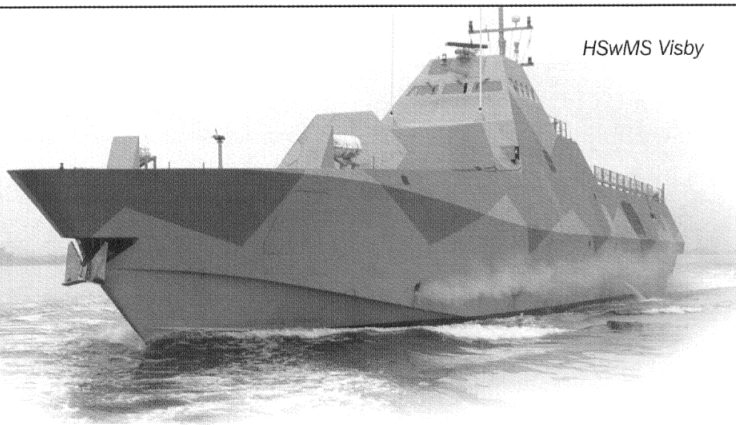


to direct our assets where we perceive the greatest risk exists. Our ability to do that is, in large part, based on our improved ability to collect, analyse, and disseminate intelligence.

NAVAL FORCES: *Does the new Coast Guard strategy for maritime homeland security, promulgated in December last year, provide a clearer framework, focus and better understanding of the tasks at hand?*

The U.S. Coast Guard's Integrated DEEPWATER System's aviation plan calls for the progressive upgrading of selected legacy assets and the introduction of new aircraft and unmanned aerial vehicles (UAVs). Bell Helicopter, a subsidiary of Textron, Inc., was awarded a contract in February to commence concept and preliminary design work for its EAGLE EYE tilt-rotor vertical launch UAV during the first phase of the UAV portion of the DEEPWATER programme. (Photo: BELL-TEXTRON)

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As the lead federal agency for maritime homeland security, the U.S. Coast Guard plays a critical role safeguarding U.S. ports, waterways, and offshore approaches. Here, an armed MH-68A helicopter assigned to the Helicopter Interdiction Tactical Squadron patrols the skies over Los Angeles harbour. (Photo: U.S. COAST GUARD / David Hardesty)

ADMIRAL BARRETT: Absolutely. It collates and focuses our attention on the key elements where we must be successful to prevail in the maritime homeland security mission. They include: increasing maritime domain awareness, increasing security operations, identifying and closing gaps in port security, building our capabilities and capacities, leveraging partnerships, and ensuring military readiness. Collectively, if you do all of those things it will significantly enhance the nation's ability to prevent and deter terrorist activities, and to reduce our vulnerability to terrorism in a very focused way. The strategy is essential because it gives coherence to the efforts of both our operational community and our programme managers at Coast Guard headquarters who are looking to build out our operational assets.

NAVAL FORCES: The strategy also offers a very well-reasoned explanation for why a layered defence extending outward hundreds of miles to sea is a time-proven plan. Some individuals in the United States fail to see a need to do so – saying, “Keep the Coast Guard at home” in what would amount to a goal-line defence. How would you respond to such arguments?

ADMIRAL BARRETT: Pushing our borders out is an integral piece of our strategy. One of the challenges is the nature of the terrorist threat facing our nation. The threat could be at sea or

it could be sitting on a pier in one of our ports. You may recall the case of the M/V “Palermo Senator” in New York last September. There were radiological anomalies on board that vessel when it was alongside a pier in the port. We had to take the ship offshore as part of a multi-agency effort with BPS, the Department of Defense [DOD], and the Department of Energy [DOE] to assess, evaluate, and manage the case. It took us four or five days. Fortunately, our concerns were resolved uneventfully.

The more we know about what is entering our country and the greater ability we have to deal with it as far offshore as possible – hopefully at the point of origin – the better off we will be. That consideration is laid out in our strategy as well.

NAVAL FORCES: You also seek to achieve unity of effort abroad through the International Maritime Organization [IMO], one of your key partnerships in the maritime community, and other organisations. How are those initiatives progressing?

ADMIRAL BARRETT: Remarkably well. New amendments adopted last December after the conclusion of the Maritime Security Conference were developed in a little less than one year. The new security requirements for vessels, ports, and facilities come into full effect in July 2004. The speed with which this accord was reached in the international community was remarkable. There was very strong international support and consensus – and not solely as the result of U.S. initiative. Terrorist incidents are not happening simply in the United States alone; we are not the only focus or target for them.

Our full engagement with our international partners continues apace. Coast Guard delegates, for example, participated in a Security Working Group at the Maritime Safety Committee's 77th

session of the International Maritime Organization in London, England, in June.

Terrorists can move around the world on the water, and the international community recognises this. The new ISPS code [International Ship and Port Facility Security Code] was achieved in a remarkably short time. We also are very closely linked domestically to this international effort with the National Maritime Transportation Security Act. Cooperation has been exceptional, and I expect it will continue.

NAVAL FORCES: The U.S. Coast Guard has a long tradition of international co-operation – counter-drug operations in the Caribbean region with the Navies of Great Britain, the Netherlands, and France, for example. You are breaking new ground, but there is precedent for such international cooperation, correct?

ADMIRAL BARRETT: There is precedent, but this effort is broader. The United States has a very long and successful record at IMO in the safety arena, so I think what we are seeing is the international maritime community recognising that safety or environmental protection are no longer the only issues out there; security also must be addressed. This is a very broad-based effort to translate some of the partnerships that were built successfully over many years in safety and environmental protection into meaningful action in the security arena.

NAVAL FORCES: Another high-priority Coast Guard mission area this year entailed national defence. Would you please describe the Coast Guard's role during coalition combat operations in Iraq?

ADMIRAL BARRETT: Our role in any military operation is to support the combatant commander. In this case it turned out to be the U.S. Central Command [CENTCOM] primarily, but

we also support EUCOM [the U.S. European Command, headquartered in Vaihingen, Germany]. We respond to requests for forces from combatant commanders.

By agreement with the Navy, the Coast Guard has certain core capabilities that can be brought to bear in any contingency. During Operation IRAQI FREEDOM we drew on our core competencies to provide patrol boats and high-endurance cutters for maritime interdiction opera-

Coast Guard forces worked for CENTCOM's naval component commander.

NAVAL FORCES: *Support of coalition operations in Iraq also reflects favourably on another unique attribute – as a military, maritime, and multi-mission service with law-enforcement authority, the Coast Guard bridges the gap, so to speak, between homeland security and homeland defence mission requirements. The new U.S. Northern Command [NORTHCOM] is*



A Coast Guard boarding team prepares to return to the cutter "Jarvis" following an inspection of the fishing vessel "Aleutian Lady" in the Bering Sea in January. The U.S. Coast Guard's law enforcement responsibilities make it a key agency in the protection of the U.S. marine environment and enforcement of maritime safety. (Photo: U.S. COAST GUARD / Russ Tippetts)

tions; four port security units or PSUs to protect coalition assets; part of our Coast Guard strike team for environmental response in the event of environmental warfare; and a buoy tender – the cutter "Walnut," which her crew dubbed "War-nut" – in case an environmental response was necessary. As it turned out, "Walnut" proved to be extremely valuable because of her ability to reset channel markers and buoys leading to the Iraqi port of Um Qasr. Coast Guard operations in Iraq demonstrated our ability to bring our core competencies to bear to support DOD's combatant commanders. By agreement with the Navy, these non-duplicative and non-redundant competencies form part of the U.S. naval presence in theatre when our support is requested.

playing a leading role for DOD in the latter area. With your feet in both camps, what is the Coast Guard doing to forge its new relationship with NORTHCOM?

ADMIRAL BARRETT: We work very closely with the Northern Command; Coast Guard officers are assigned to its staff, including the deputy director for operations [Rear Adm. James C. Van Sice]. We play a very active part looking at the maritime element in NORTHCOM's responsibilities. We enter through the Navy, for the most part working through fleet commanders and DOD's Joint Forces Command for operational requirements. The ability to work in two directions is crucial. Soon after 9/11 we had 11 Navy PC-170s [coastal patrol vessels] under Coast Guard tactical control assigned for homeland security. Those assets were devoted to us by the Navy to enhance our ability to provide homeland security. At the same time, we provide substantial assets and capabilities for homeland defence or other military missions such as Iraqi Freedom when directed to do so.

I think this is a unique time in our nation's history. We must fight a global war on terrorism, and its front line can be in New York or Washington, D.C., as easily as it can be in Baghdad.

NAVAL FORCES: *Operation IRAQI FREEDOM was one of the largest deployments of the U.S. sea services – the Navy, Marine Corps, Coast Guard, and U.S.-flag merchant marine – in many years. Was there anything unusual about these joint, combined operations?*

ADMIRAL BARRETT: Our operations were remarkably not unusual in the sense that the Coast Guard performed its traditional missions. By law we are an armed, naval force. We are very closely aligned with the Navy and could be transferred in whole to the Department of the Navy during time of war at the direction of the president. This happened during World Wars I and II. Since World War II, however, the more common scenario is to assign Coast Guard forces to Navy combatant commanders. That was the case in Vietnam, and it was the case during Operation IRAQI FREEDOM.

Throughout its history, the Coast Guard has served in this role, and that is one of the great core characteristics of our service – we are maritime, military, and multi-mission. What was unusual about our support of coalition operations in Iraq was that we also had homeland security responsibilities to deal with in the United States. We managed our assets and the risks that we faced very carefully, both at home and overseas, to be able to surge suitable assets to respond in theatre. We also activated more than 4,000 reservists to enable us to do this in what was the largest percentage mobilization – more than half of our reserves – of any of the U.S. armed forces. That ability to surge to meet emergent mission requirements with the right type of forces is a core Coast Guard strength.

NAVAL FORCES: *Speaking of resources, the Coast Guard long experienced a situation of "having to do more with less" owing to persistent funding shortfalls during the 1990s; what is your outlook today?*

ADMIRAL BARRETT: The Coast Guard has always prided itself on delivering extraordinary value for the budget dollars it receives. You might consider us a frugal organisation, but we take much pride in being one of the best-led and best-managed organisations in the Federal Government. This performance has been recognised in recent years by a variety of audits, reports by the GAO [General Accounting Office], and awards in the Malcolm Baldrige competition.

We manage and care for our assets very well, including our older cutters. In May I visited Coos Bay, Oregon, on board the 52-foot motor lifeboat "Intrepid." She was built during the 1930s, but she glows – very well-cared for, right down to gleaming brass in the engineering spaces. At present our resource picture is improving to meet increased demands.

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Since 2002, with very strong support from the Bush administration, the Congress, and Secretary Ridge, our resources have been growing. We have added coastal patrol boats, six maritime safety and security teams, more sea marshals, personnel, and operating dollars to enable us to meet increased and very demanding homeland security requirements. At the same time we have strived not to lose ground performing our other traditional missions – be it fisheries enforcement, migrant and drug interdiction, or search and rescue. Our resource picture is improving, but the other side of that is our mission demand has also increased dramatically. We have a positive outlook, but there is an unrelenting demand for our services. We do not expect that demand to diminish in the future.

NAVAL FORCES: *How difficult is it for the Coast Guard's area and group commanders to balance competing high-priority mission requirements in homeland security, search and rescue, and national defence with other traditional missions?*

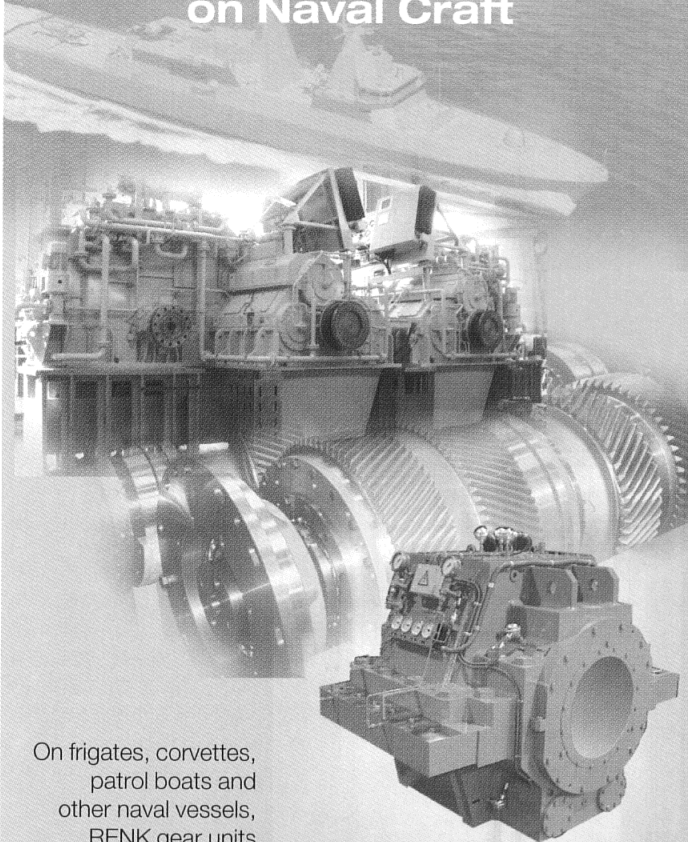
ADMIRAL BARRETT: It is an everyday challenge, but the Coast Guard has always done this so it is not new, although the circumstances are slightly different today. By that I mean we face high-priority requirements today for homeland security, life saving, and other missions. Historically, however, we have always had to surge and respond to whatever urgent demand we faced – a hurricane response, a mass exodus of refugees, a massive oil spill, or conflicts like the war in Vietnam or Iraq. Our units are accustomed to using an operational risk-based model to

The U.S. Coast Guard was realigned under the U.S. Department of Homeland Security in March. Here, President George W. Bush, Secretary of Homeland Security Tom Ridge, and Commandant of the Coast Guard Adm. Thomas H. Collins render honours during the U.S. Coast Guard Academy's 123rd commencement in New London, Connecticut, in May.

(Photo: U.S. COAST GUARD/TELFAR H. Brown)



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assess the risks in our operating environment – first at the local level and then at the station, the captain of the port, the district, and the area levels – and then direct our assets against the highest risk.

Is it challenging? Yes, you bet it is, but it is not an unusual issue for the Coast Guard to manage. Being a multi-mission force is part of our character, and our operational model is designed to support this reality.

NAVAL FORCES: *Admiral Collins [Coast Guard Commandant Adm. Thomas H. Collins] has asked Congress for additional law-enforcement authority as part of the Coast Guard fiscal year 2004 budget request to help meet the challenge of balancing multiple important missions, correct?*

ADMIRAL BARRETT: Yes, and the president's FY-04 budget request for the Coast Guard will provide us approximately a 10 percent increase in funding to help address the underlying issues associated with today's mission requirements.

NAVAL FORCES: *Admiral Collins has described the three ingredients required for a ready Coast Guard and operational excellence as capability, capacity, and partnerships. Is today's Coast Guard a more ready force today because*

Vice Adm. Thomas J. Barrett (left) presents the Distinguished Flying Cross to Petty Officer 2nd Class Roman Baligad in honour of his rescue of a crewman aboard the merchant vessel "Primo Brusco" when it sank in a winter storm off the coast of Oregon. (Photo: U.S. COAST GUARD)



of improvements in each of these areas – and what is your outlook for tomorrow?

ADMIRAL BARRETT: We are a more ready force today – absolutely. We are adding capacity in many important areas, and we are building out major new capabilities. DEEPWATER [the Integrated DEEPWATER System] is a \$500-million-a-year [in fiscal year 1998 dollars, adjusted for inflation] modernisation of the Coast Guard, and it enjoys strong support within the administration and Congress. Last year we contracted for Rescue 21 to enhance our coastal "911" emergency-response capabilities – a \$600 million effort – that also will add value for homeland security. We recently contracted for up to 700 small response boats valued at approximately \$140 million. We stood up the Coast Guard as a member of the national-intelligence community in December 2001, and we are building out that function to add enormously important capabilities to fuse intelligence and bring it to bear tactically as part of our risk assessment. We are a ready force today, much more ready than we were just two years ago, but not as ready as we will be just a couple of years downstream.

I mentioned DEEPWATER. One of the most significant readiness problems we have in the Coast Guard is with our legacy assets. We operate many old ships, aircraft, and helicopters. As the equipment gets older, despite extraordinary efforts by our people, the platforms break down more, and the cost to repair them goes up. We had a number of significant engineering casualties during the past year, including main turbine casualties on two 378-foot cutters [Hamilton class] during the last year. They are old, 1960s

vintage ships, and it was very expensive to make repairs.

NAVAL FORCES: *But those cutters were not as old as some of the Coast Guard's World War II-era cutters!*

ADMIRAL BARRETT: Yes, the medium-endurance cutter "Storis", commissioned in 1942, is still going strong in Alaskan waters! We need her presence on our maritime boundaries, but we need more capability than ships of that vintage have to offer in all of our mission sets. Operating older assets does not allow us to be as effective as we need to be, and it is very, very expensive.

As an example, we needed to send a second icebreaker south to Antarctica this year to support the U.S. scientific mission there as part of our national ice-breaking capability. It was one of the worst ice seasons in Antarctica in the last 25 years.

The National Science Foundation asked for a second icebreaker to assist one of our 1970s-vintage "Polar" class icebreakers, so we scrambled the "Healy," our largest and most modern icebreaker, from Seattle so that two icebreakers could bring in supplies for the season to the U.S. station at McMurdo Sound. They accomplished that mission successfully – a great effort – but the damage to the older ice breaker as a result of wear and tear working through heavy ice and breakdowns with older equipment is going to cost us \$7 million to \$8 million. This is another example of how operating older, less-capable platforms poses our most significant readiness challenge.

We need to replace our older assets with improved capabilities as early as we can. That is the purpose of DEEPWATER.

NAVAL FORCES: *DEEPWATER is described as an imperative and the Coast Guard's highest-priority capital requirement. How will the DEEPWATER recapitalisation program address the Coast Guard's readiness challenges?*

ADMIRAL BARRETT: DEEPWATER is essential and the key way forward for the Coast Guard. Dramatic improvement in maritime domain awareness is a key component in our strategy for maritime homeland security – knowing what is going on along our 95,000 miles of coastline and hundreds of miles offshore. That requires intelligence, sensor fusion, C4ISR [command, control, communications, computers, intelligence, surveillance, and reconnaissance] systems, and modern sea and air platforms. One of the critical ways to obtain maritime domain awareness is through the DEEPWATER programme – it is a key piece of our strategy.

DEEPWATER will bring things like UAVs [unmanned aerial vehicles] on line to provide better surveillance capabilities offshore. DEEPWATER will provide better command, control, and communication systems to fuse information from sensors for transmission through secure channels to our operating units. DEEPWATER will replace older assets with modern, more capable platforms – whether it is maritime patrol aircraft, helicopters, conversion of our 110-foot cutters to a 123-foot ship with many upgrades, or three new classes of cutters. The new national security cutter will have far enhanced capabilities over our existing fleet of high-endurance cutters. It will have a larger flight deck able to accommodate UAVs and heavier aircraft, better sensor suites to fuse a common operational picture, better sea-keeping characteristics, and so on.

The U.S. Coast Guard Cutter “Dallas” escorts the motor vessel “BBC Spain” as it transports four U.S. Coast Guard 110-foot patrol boats to the Mediterranean Sea in March during Operation ENDURING FREEDOM, the war on global terrorism. These vessels and other Coast Guard units later supported U.S. naval forces operating in the Arabian Gulf during Operation IRAQI FREEDOM.
(Photo: U.S. COAST GUARD)

Those types of capabilities and capacity improvements will only come about through DEEPWATER.

NAVAL FORCES: *In a sense, you began with a clean sheet of paper to design a force equal to the challenges of today and tomorrow, but with cost held as an independent variable.*

ADMIRAL BARRETT: DEEPWATER takes a system-of-systems view towards everything with its open, competitive model of acquisition. It looks very broadly at all of the many things that the Coast Guard must do and then brings a systems design to bear.

NAVAL FORCES: *The system-of-systems approach to performance-based requirements does entail trade-offs compared to past platform-centric models of past acquisition programmes. How challenging are the cultural challenges associated with this new way of doing business – are they insurmountable?*

ADMIRAL BARRETT: The challenges certainly are not insurmountable, but they are different. Any change involves cultural issues. Managing change is a difficult leadership task, but it also presents enormous opportunities. We must take advantage of those opportunities. That is why internal communications are so important – our people must understand the need for change and how DEEPWATER will allow the

Coast Guard to maintain its operational excellence during the years ahead. We have a very sound plan to move forward, the acquisition strategy is exceptional, and I believe it will become a model for government because it will lead to improved performance at lower total-ownership cost. We expect to execute the programme on a responsible schedule.

People who look at our DEEPWATER strategy or, in general, our systems approach to performance measures realise that DEEPWATER will allow us to “move the performance needles” in a meaningful way. If you do not take a systems approach, you will not move the needles as much. I think DEEPWATER is a model for how government procurement should be done. I believe you will see the other services moving in a similar direction.

NAVAL FORCES: *There are areas within the Department of Homeland Security where some missions overlap between agencies; are greater efforts underway in the department to harmonise procurement activity overall?*

ADMIRAL BARRETT: Yes. DHS is still in the process of standing up, but over time you will see more efforts to harmonise acquisition gain traction. One of the things we have been discussing is how the new department will do that. From our perspective, clearly, one of the things we hope and expect to happen is to



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address issues at the front end of the acquisition process by looking at operational requirements – as opposed to addressing them at the back end of the procurement process where we are buying a particular platform or piece of hardware.

Whether it is information technology, new helicopters, or new ships we are confident, based on our discussions with the deputy secretary [Deputy Secretary of Homeland Security Gordon R. England], that over time we will see the department address acquisition issues from a requirements perspective. DHS has an entire office devoted to science and technology led by Chuck McQueary [Under Secretary of Homeland Security for Science and Technology Dr. Charles E. McQueary] whose goal is to bring science and technology to bear throughout the entire department. I think that effort will force a “front-end” look at what the department’s 22 agencies are doing. We are looking forward to this effort – we welcome it. We take pride in being a well-run and well-managed organisation. I expect the new department will demonstrate superior management expertise as well.

NAVAL FORCES: *As co-chair of the Navy-Coast Guard Board you are able to monitor progress toward the realisation of the National Fleet policy. DEEPWATER provides the means to achieve it. Are you satisfied with the level of cooperation with the Navy?*

ADMIRAL BARRETT: Satisfied would be an understatement; I am more than satisfied. The Navy’s co-operation, given all that is on its plate, has been truly exceptional. I spoke with Rear Admiral Stillman [Rear Adm. Patrick M. Stillman, Programme Executive Officer, Integrated DEEPWATER System] regarding his interest in co-operating with the Navy’s Littoral Combat Ship (LCS) programme. The Navy is interested in our input. We, certainly, are interested in what the Navy is doing and what implications it might have for us.

Admiral Thomas J. Barrett Vice Commandant, U.S. Coast Guard

Vice Admiral Thomas J. Barrett serves as the Coast Guard’s second in command, is the Agency Acquisition Executive, heads the Leadership Council, and co-chairs the Navy-Coast Guard Board, an interservice policy coordination body. Prior to his appointment he served as the Commander, Seventeenth Coast Guard District in Juneau, Alaska, where he built close partnerships across all levels of government to advance Coast Guard program goals, especially relating to maritime safety of cruise ships, tank ships, and the fishing fleet. He developed cooperative relationships with the Northern Pacific nations that led to reduced incursions by foreign fishing vessels into the United States’ Exclusive Economic Zone.

His first flag tour was as the Director of Reserve and Training at Coast Guard Headquarters in Washington, DC. While there, he expanded reserve recruiting and emphasized diversity, restoring the service’s reserve strength to its authorized 8000 member level. He was instrumental in establishing the Coast Guard Leadership Development Center at the U.S. Coast Guard Academy.

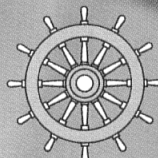
Vice Admiral Barrett’s early duties include a tour aboard the High Endurance Cutter “Chase” with service in Vietnam from 1969 to 1970. He also held a variety of staff positions in the legal and marine safety fields. He commanded the Coast Guard Support Center at Kodiak, AK. While at Kodiak, he established key partnerships with local governments, supporting education and quality of life and was recognized by the Alaskan Legislature for his service to the Kodiak community. He later served as Deputy Chief, Office of Personnel and Training, and as Deputy Commander, Maintenance and Logistics Command Atlantic.

Commissioned in 1969 following completion of Officer Candidate School, Yorktown, VA, Vice Admiral Barrett holds a Bachelor’s of Science in Biology from LeMoyne College and a Juris Doctor with honors from George Washington University. He is a 1989 graduate of the Army War College in Carlisle, Pennsylvania.

Vice Admiral Barrett’s personal decorations include the Legion of Merit (5), the Meritorious Service Medal, the Coast Guard Commendation Medal (2), the Coast Guard Achievement Medal, the Vietnam Service Medal, and other personal and unit decorations.



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WARFARE CONCEPTS

The joint Navy-Coast Guard working group, established last year by Rear Admiral Stillman and Rear Admiral Hamilton [Rear Adm. Charles Hamilton II, USN, Programme Executive Officer, Ships], his Navy counterpart, is a tangible manifestation of that interest. We see numerous opportunities to leverage our Integrated DEEPWATER System with the Navy's LCS programme.



A boarding team from the Coast Guard cutter "Boutwell" patrols the waters around the Khawr al Amaya oil terminal off the coast of Iraq in April. Coast Guard units provided port security, positioned navigational aids, and conducted maritime inspections of shipping during combat operations in Iraq last spring.

(Photo: U.S. COAST GUARD / Thomas Sperduto)

Clearly, anything the Coast Guard does must be joint and interoperable. For us, interoperability means interoperable with the Department of Defense, the Department of Homeland Security, and other federal agencies consistent with our military and law-enforcement responsibilities. Because of our need to operate regularly with the Navy, we need to be tied together tightly. The Vice Chief of Naval Operations, Admiral Fallon [Adm. William J. Fallon], has been extremely supportive, and together we have taken several initiatives that I do not think would have been possible just several years ago.

For example, the Navy and the Coast Guard are jointly funding Joint Harbor Operations Commands in Norfolk [Virginia] and San Diego [California] to develop a common operational picture in two locations where there is a significant naval presence. The partnership there is

very strong, and it benefits us both. We also partner with the Navy in the Intelligence Coordination Center, and we have a very strong partnership with the U.S. Marine Corps at the special operations training centre at Camp Lejeune [North Carolina]. We also are working with both the Navy and the Marine Corps on other projects where we have a common interest like UAV procurement, for example. With the very active sup-

port of Admiral Collins, Admiral Clark [Chief of Naval Operations Adm. Vern Clark], and General Hagee [Commandant of the Marine Corps Gen. Michael Hagee] the relationship between our sea services is very strong, and there is a common recognition of what the sea services can continue doing for each other and, ultimately for our nation.

NAVAL FORCES: *The U.S. Coast Guard's relationship with foreign navies also has been strong historically, with many looking to the Coast Guard as a more appropriate model for their needs than the larger U.S. Navy. Is there international interest in the DEEPWATER programme?*

ADMIRAL BARRETT: Absolutely, and I think it is there for a number of reasons. For one, many nations see the model for their operational requirements as more akin to our Coast Guard mission – they have border-control issues, smuggling, fisheries to protect, and ports to control. Our law-enforcement and military role fits them well. Other Navies look at us to see how we are doing business and, frankly, we look at them. It is not a case of the U.S. Coast Guard being right for everyone; they must tailor what we do to fit their own requirements. We provide a great deal of international training, and we provide excess

military equipment to developing countries on a regular basis. Our mission suite is very cost effective and very focused; it adds a great deal of capability.

The other factor that is attracting attention is DEEPWATER's system-of-systems approach to acquisition. There is not a country in the world that does not have fiscal obligations as well as military and naval commitments. The fact that DEEPWATER offers an approach to buying military systems that, in the long run, will be not only effective from a performance perspective but also be fiscally responsible in terms of total-ownership cost is attracting much interest.

Over time I believe specific elements in the DEEPWATER programme will be attractive to foreign Navies. Security issues associated with the global war on terrorism are a matter of global interest. We recently had the first overseas interest in our new fast-response boat procurement. Nations look at what we are bringing to bear on this significant problem of terrorism, and our approach seems to fit the nature of the threat that they see as well.

NAVAL FORCES: *Such co-operation also would help to address the need for interoperability among U.S. Allies and coalition partners, would it not?*

ADMIRAL BARRETT: Yes, to a large extent. It is a tough problem. One of the complexities of the nature of the threat is especially challenging – it is asymmetrical in that you don't know what will be coming at you. There is a competing demand in the maritime arena – commerce must move. What matters in commerce is velocity; cargoes must move, and there is a lot of it. Roughly 95 percent of imports and exports in the United States arrive and depart on ships – approximately six million to seven million shipping containers a year. At the same time, a system that can move commerce can move terrorists and their weapons. The nature of the threat is almost ephemeral, but incredibly evil, vicious, patient, and persistent. We are constantly challenged to reduce our vulnerability and assess where that risk is greatest.

If you look around the world to identify countries with similar issues – nations with expansive coastlines or proximity to areas where there are terrorists – you will find a great deal of interest in how we do business. The Coast Guard has been actively engaged with a number of countries in the Middle East, the Caribbean, the Pacific, and in other locations around the world.

As we move forward, other nations are looking at the ways that we are approaching the war on global terrorism because they face similar threats. It would not be surprising to see them emulate some of the things we are doing given

today's global-threat environment. DEEPWATER is the key to the Coast Guard's future operational excellence, and it is attracting interest on two levels – providing a means to deal with today's threat while, at the same time, offering a cost-effective model for procurement.

NAVAL FORCES: *Do you find strong bipartisan support for the DEEPWATER recapitalisation programme in Congress? How optimistic are you that the programme will be supported to a successful conclusion?*

The U.S. Coast Guard's multiple missions finds its cutters at sea from Arctic waters to the tropics. Here, the cutter "Alex Haley" is underway in brash ice in the Cook Inlet near Nikiski, Alaska, during a maritime security and fishery patrol in May.
(Photo: U.S. COAST GUARD / Mark Farmer)

ADMIRAL BARRETT: I am incredibly optimistic, and the reason is that the modernisation of the Coast Guard is a national-level issue. The president has recognised that, and the Congress recognises that. One of the things that has happened since 9/11, and especially since the stand-up of the Department of Homeland Security, is that much of what the Coast Guard is doing on a daily basis has become more and more visible. Congress and GAO have highlighted the need to maintain our pre-9/11 missions; they are important to our nation too, be it search and rescue, fishery protection, or drug-enforcement. At the same time, we are ramping up to meet the global-terrorism threat. For these reasons I think there is a very broad visibility and acknowledgement that what the Coast Guard does every day is important to this country. I think these factors are the basis for the support that we enjoy today.

NAVAL FORCES: *In closing, is there anything else you would like to say to the readers of NAVAL FORCES?*

ADMIRAL BARRETT: This is an historic time for our organisation. In the last year we have

undertaken three major acquisition projects; switched to a brand new department; conducted major homeland defence operations while still performing search and rescue, law enforcement and other Coast Guard missions; and played a significant role in Operation IRAQI FREEDOM. The reason we were able to do that was because of the hard work, dedication and selfless sacrifice of our people who take tremendous pride in serving our nation and their fellow citizens. I'm extremely proud to be able to serve with all of them.

The United States has always been a maritime nation, and the reality of the terrorist threat was brought home with the ruthless violence on 9/11. It reminded all of us that we need to be ready, and we cannot become complacent. The country needs to be ready, our friends need to be ready, and our allies around the world need to be ready. We all need to work together and do everything within our power to defeat the global terrorist threat.

Thank you for this opportunity to share my views on some of the important issues facing today's Coast Guard.

NAFO

